

## PMO Function Descriptions

Designing	Conferring
Developing	Accrediting
Implementing	Maintaining



Functional Manager	PMO
Component	Candidate

***PREFACE:*** A certification program’s “Program Management Office” (PMO) is, first and foremost, an operational organization responsible for the administration of procedures critical to the successful execution of a governing body-approved certification program. This includes ensuring that the administration of the certification program complies with relevant policies, guidance, and/or standards (those set by either the conferral agent, the governing body, and/or the third-party accreditation body). In addition, to ensure consistency across multiple certification programs, the PMO should also be responsible for either coordinating provision of or providing guidance and technical support to Functional Managers as they design, develop, and stand-up their respective certification programs.

***PURPOSE:*** The purpose of this job aid is to describe PMO roles and responsibilities including providing support to the FM with respect to: (1) Certification and Accreditation Manual Development, (2) Governing Body and Working Group Planning and Facilitation, (3) Psychometric Support, and (4) Accreditation Package Development and Maintenance.

**PROCEDURE:**

1. **PMO DIRECTOR ROLES AND RESPONSIBILITIES:** The PMO Director has three major responsibilities (listed below in priority order).
  - a. The PMO Director is responsible for the successful implementation of a defined certification program (which includes ensuring that the program administration is in line with third-party accreditation standards). This includes overseeing the generation, execution, and maintenance of standard operating procedures critical to the successful execution of a certification program (i.e., Candidate Management, Assessment Management, Assessment Delivery and Administration, Records/Registry Management, Conferral Management, Appeals and Waivers, Refresh Policies and Procedures, Communication, Reporting Responsibilities – USD(I), Third-Party Accreditation Body, FM, and DIE Components).
  - b. The PMO Director is responsible for working with the FM (and the program’s Governing Body) to ensure that the certification program is designed and developed in accordance with USD(I) requirements. This includes ensuring that the FMs have the guidance and technical support they need to stand-up certification programs that comply with applicable third-party accreditation standards.<sup>1</sup>
  - c. The PMO Director is responsible for generating and submitting the requisite accreditation package. This includes serving as the primary PoC for any accreditation-related issues and/or questions (internal or external) associated with a certification program

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<sup>1</sup>To ensure that the resulting certification program is implementable, the PMO Director should identify constraints to the PMO’s capability and capacity to administer a certification program. The PMO Director needs to ensure that the identified constraints, in turn, are treated as critical design considerations during the development of the certification program.

2. **PMO FUNCTIONAL ROLES AND RESPONSIBILITIES:** The specific structure of a PMO depends on a number of factors (e.g., resources, access to technology-enabled products and solutions, access to external capabilities, etc.). Regardless of structure, however, the PMO needs to address the following functional capabilities (or roles and responsibilities).<sup>2</sup>
- a. Account Management – the individual assigned to this role is responsible for executing the PMO Director’s 2<sup>nd</sup> responsibility (i.e., provide guidance and technical support critical to the design and development of a functional area’s certification program). This role will serve to ensure that a particular FM has the appropriate guidance and technical support necessary to design and develop an accreditation-ready certification program (through the appropriate leveraging of the Governing Body and Working Groups).
  - b. Accreditation Management – the individual assigned to this role is responsible for executing the PMO Director’s 3<sup>rd</sup> responsibility (i.e., generate, submit, and respond to feedback regarding a program’s accreditation package). The individual in this role will also serve as the primary PoC for the: (1) development and maintenance of the PMO’s SoPs, and the (2) development and distribution of program-related communication materials (e.g., candidate handbook, program policies and procedures, etc.).
  - c. Psychometric Support – During the design and development phases of standing up a certification program, the individual assigned to this role provides direct technical and psychometric support to the FM (or indirect support to the FM through the Account Management role) and to the Accreditation Management role. During the certification program’s implementation and maintenance phases, the individual assigned to this role provides direct technical and psychometric support to the execution of the PMO Director’s 1<sup>st</sup> responsibility (e.g., ensure that the program continues to comply with applicable standards, refresh policies and procedures, ensure that the assessments continue to perform as intended, reporting responsibilities, etc.).
  - d. Assessment Management – the individual assigned to this role is responsible for executing the assessment-related elements (e.g., execution of SoPs associated with assessment administration, scoring and score interpretation, assessment security, for example) of the PMO Director’s 1<sup>st</sup> responsibility.
  - e. Program Management – the individual assigned to this role is responsible for executing the candidate-related elements (e.g., execution of SoPs associated with Candidate Management, Conferral Management, Appeals and Waivers) of the PMO Director’s 1<sup>st</sup> responsibility.
  - f. Infrastructure Management – the individual assigned to this role is responsible for managing the technical infrastructure necessary to execute the various elements of the PMO Director’s 1<sup>st</sup> responsibility.

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<sup>2</sup> The roles listed above can be clustered as follows: (1) Account Management and Program Management, (2) Assessment Management and Infrastructure Management, (3) Accreditation Management, (4) Psychometric Support.

PMO FUNCTIONAL ROLES AND RESPONSIBILITIES (POTENTIAL):

- a. Program Implementation Support – the individual assigned to this role is responsible for providing guidance and technical support to components in the implementation of a program (i.e., position indexing/certification mapping). This role maybe subsumed by the FM (depending on available resources).